

Gas Storage **OUTLOOK 2003**

Respond to Volatility of Demand, New Trading Scenarios and Changing Regulatory Dynamics

February 10-11, 2003 • Inter-Continental Houston • Houston, Texas

CONFERENCE CHAIR:



John Hopper,
President and
Chief Executive Officer,
Falcon Gas Storage

KEYNOTE PRESENTATION BY:



Rick Daniel,
Senior Vice President,
Encana
Corporation

HEAR FROM THESE 17 LEADING COMPANIES AND INSTITUTIONS

Crystal Gas Storage
Dominion Transmission
El Paso Corporation
Encana Corporation
Energy Information Administration
Falcon Gas Storage
Federal Energy Regulatory Commission
Illinois Interstate Commerce Commission
International Gas Consulting
John & Hengerer
KeySpan Energy Delivery
NUI Energy Brokers
PG&E National Energy Group
SunTrust Bank
Unocal Midstream and Trade
Western Hub Properties L.L.C.
Williams Energy Marketing and Trading

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Hear Dynamic Presentations and Case Studies:

- **Encana** — Corporate survival in an era of slower economic growth, tighter credit conditions and upheaval in the energy merchant sector
- **El Paso** — The growth prospects for the North American gas market and the implications for pricing and infrastructure development
- **KeySpan Energy** —
Evaluates short and long-term prospects for gas price volatility to make strategic decisions on HD storage projects
- **Williams Energy Marketing and Trading** —
How near-term economic and regulatory scenarios may impact utilization of production area storage
- **SunTrust Bank** —
Structure your storage projects to be attractive to financing sources
- **Falcon Gas Storage** — How changes in IPP gas-fired generation are driving a need for hourly gas dispatch by pipelines
- **International Gas Consulting** — Strategies for gas supply optimization and cost minimization to meet today's market pressures
- **Crystal Gas Storage** —
Planned greenfield storage projects — Analyze why some have gone forward while others were postponed or cancelled

Plus!

A Panel Discussion on Natural Gas Storage Regulatory Reforms

Discuss your questions with our panel of regulatory agencies and industry experts *(See inside for details!)*

Choose From Two In-Depth Pre-Conference Workshops — Monday, February 10, 2003

A **Gas Storage
Valuation —
Models & Techniques
for Comprehensive
Analysis**

B **Evaluation and
Successful Operation
of High Deliverability
Storage Projects**

A.

Gas Storage Valuation — Models and Techniques for Comprehensive Analysis

It is critical to understand valuation and pricing dynamics as they impact asset valuation, pricing structures, capital requirements, contractual relationships and regulatory filings. The value of storage depends on how the user intends to use the storage — as a means to fulfill a regulatory service obligation, as an element in the wholesale portfolio, as a way to lock in time spread differentials and/or as a tangible asset that augments the opportunity to capitalize on real options. Because these alternative methods of valuation can yield vastly different values, opportunities exist to arbitrage storage opportunities in the market among a number of possible customers. Receive a practical and comprehensive briefing on the methodologies of storage valuation and the practical effects of choosing one method over another. In particular, state-of-the-art, market-based storage valuation techniques are reviewed in a session designed to enable attendees to better understand the principles and the terminology of these methods.

7:30 *Registration and Continental Breakfast*

8:30 *Workshop Leaders' Welcome and Opening Remarks*

I. Physical and Intangible Assets Involved in Storage Valuation

- Understand the characteristics of reservoirs, aquifers and caverns
- Access to supplies, pipes and markets
- How physical and operating characteristics drive storage activity and service capability
- Operational and organizational goals and their impact on asset value
- How turn capabilities and competition drive value

II. Traditional Methods of Storage Valuation

- The value of storage in a "service obligation" world
- The value of storage in a least cost planning environment
- The value of storage as simple time-spreads

III. Real Option Methods of Storage Valuation

- Identifying optionality in the storage system
- Storage as a basket of time-spread options
- Using volatility and correlation in computing option value

IV. Performing a Storage Valuation

- Key market data
- Assessing the market value of a location
- Choosing a valuation method
- Issues in valuing high deliverability storage

12:00 *Close of Workshop*

There will be a 30-minute networking and refreshment break at 10:00 am

— About Your Workshop Leaders —

Jeffrey S. Hitchings is the Director of Strategy & New Initiatives at **PG&E National Energy Group**. His responsibilities include identification and development of gas initiatives such as storage, production opportunities and pipelines, as well as development of the strategic assumptions for the company's strategic plan and the company's regulatory positions on gas matters. Mr. Hitchings received a bachelor's degree in economics/political science from the University of Delaware and a master's degree with a concentration in international economics from the School of International and Public Affairs at Columbia University.

Steve Reich has over fifteen years of experience in natural gas transportation. He is the Director of Market Assessment at **PG&E National Energy Group** where he is responsible for the fundamental analysis of the North American gas market. Prior to joining the NEG, Mr. Reich was a principal at ICF Consulting and director of its Gas Markets Practice, where he managed ICF's contribution to the development of the world's first gas ISO in Victoria, Australia. He also served quite frequently as a lenders' fuel consultant in the financing of power projects and pipelines both domestically and abroad. Mr. Reich has also worked for the International Centre for Gas Technology Information, a subsidiary of the Gas Research Institute, and the Interstate Natural Gas Association of America.

Todd Strauss is the Director of Market and Portfolio Analysis for **PG&E National Energy Group**. The market analysis team performs price forecasting and economic and competitive analysis and provides support for commercial decisions, including strategic asset allocation and short-term logistical optimization of the company portfolio. Mr. Strauss also spearheads the development of PG&E NEG's asset valuation tools by coordinating the model design team. He has been with PG&E NEG since November 2000. Mr. Strauss holds a doctorate in operations research from the University of California at Berkeley and an S.B. in mathematics from the Massachusetts Institute of Technology.

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B.

Evaluation and Successful Operation of High Deliverability Storage Projects

The increase in gas-fired power generation, particularly peak generation, has helped create a market for high deliverability (HD) gas that is frequently beyond the operational constraints of pipelines — and that must be supported by gas storage. High deliverability storage also plays a role in gas trading to bring efficiency in market pricing between suppliers and consumers. Physical considerations and economic factors, however, constrain the development of HD storage in regions near to gas-fired generation plants. The commercial viability of HD gas storage projects depends on economic analysis of the particular regional market for storage service as well as an understanding of alternative services and gas transportation available to customers. Examine the many factors necessary for successful project analysis and the operation of high deliverability storage.

7:30 *Registration and Continental Breakfast*

8:30 *Workshop Leaders' Welcome and Opening Remarks*

I. The Differentiating Characteristics of HD Storage

- Physical and operational differences of HD storage compared with conventional storage
- Base gas investment
- Development aspects, compression and well technologies

II. Factors Influencing Location Decision Making

- Geological considerations
- Surface and mineral rights issues
- Permitting requirements
- Fresh water supply and brine disposal for salt caverns
- Access to pipeline infrastructure
- Competitive analysis (storage, pipe and LNG)

III. Economic Factors Influencing the Demand for HD Storage

- Regional gas-fired power generation — Actual and planned development
- The health of regional industrial and core manufacturing sectors
- Price and basis volatility

IV. The Impact of Rates, Tariffs and Other Economic Considerations on the Siting of HD Storage

- Storage rates, location and capabilities of existing facilities
- Pipeline tariffs and fuel charges for deliveries to and receipts from storage
- Gas supply considerations, including location, future availability and achievable netbacks

V. Assessment of the Value and Utilization of HD Storage Facilities

- Use of models to estimate need, utilization and value of incremental storage capacity and deliverability

VI. Participant Exercise — A High Deliverability Storage Project from Conception to Operation

12:00 *Close of Workshop*

There will be a 30-minute networking and refreshment break at 10:00 am

— About Your Workshop Leaders —

Rex A. Bigler is Group Manager for Business Development for the **Unocal Midstream and Trade** business unit, and is responsible for natural gas storage development in North America. Mr. Bigler has over 18 years of broad-based experience in the energy industry, including positions in reservoir engineering, drilling and production operations, gas marketing, asset management and international business development. He has been in Unocal's Midstream and Trade business unit since 1998 and was the lead developer on Unocal's Keystone Gas Storage Facility in west Texas — a greenfield bedded salt cavern facility which commenced storage operations in September 2002. Mr. Bigler holds a Bachelor of Science degree in Petroleum Engineering from the Colorado School of Mines.

J. Michael Bodell is the Manager of Strategic Planning in the Market Analysis group of **Unocal Midstream & Trade**. Mr. Bodell has twenty-two years of industry experience beginning in geothermal energy exploration, resource development and operations management. He has also worked as a commercial power project developer in North America and Asia, operated demand-side energy management services and performed gas market analysis, economic evaluation and strategic planning — particularly in the midstream sector. Mr. Bodell holds a BS in Geology and an MS in Geophysics from the University of Utah and an MBA from Ateneo de Manila.

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MAIN CONFERENCE

Day One — Monday, February 10, 2003

12:00 Main Conference Registration and Refreshments

1:15 **Chairman's Welcome and Opening Remarks**

John Hopper, President and Chief Executive Officer,
Falcon Gas Storage



Mr. Hopper has extensive experience in all facets of the energy business including storage and transportation management and optimization, storage project development, project financing, trading and marketing and energy regulation. Prior to founding Falcon, Mr. Hopper was the President and CEO of Inventory Management and Distribution Company, Inc. ("IMDCI") from 1994 to 2000.

Prior to founding IMDCI, he served in various executive positions with Tejas Power Corporation ("TPC"), was a member of the Butler & Binion law firm, was a co-owner and co-founder of Ash Exploration Company and worked with the Pennzoil Company. Mr. Hopper earned a Juris Doctorate degree with honors from South Texas College of Law and holds a Bachelor of Business Administration degree from the University of Texas.

KEYNOTE ADDRESS

1:30 **Succeed in Gas Storage in a Changing and Uncertain Market**

Recent years have seen storage customers and storage operators develop new and sophisticated methods for deriving value from storage assets, and that has been reflected in increasing market values for storage assets and storage capacity. Much of the recent growth in storage assets has been in the independent sector rather than the utility sector, while the most rapidly growing customer group has been the energy merchant companies. How will these trends be impacted by slower economic growth, tighter credit conditions and upheaval in the energy merchant sector? Will there be a trend towards reregulation or will the industry continue to move towards a more lightly regulated model? How will these issues impact the development of new storage capacity and the market value of storage? If your company is a user of storage or a storage operator, how can you be positioned to succeed in this new environment? Hear a high level perspective on corporate survival in a dynamic industry from the largest owner and operator of independent storage.

Rick Daniel, Senior Vice President, **Encana Corporation**;
President, **EnCana Gas Storage, Inc.**



Prior to the 2002 merger of Alberta Energy Company (AEC) and PanCanadian Energy to form EnCana, Mr. Daniel was with AEC for eight years. Prior to joining AEC, he was with another of Canada's major oil and gas companies for twelve years, most recently as Manager, Natural Gas Marketing. Mr. Daniel was educated at the University of Alberta (B.A., M.A.) and Queen's University (M.B.A. Finance).

Market Forecasts for Gas Storage Planning

2:15 **The Outlook for Natural Gas Consumption and the Implications for Pricing and Infrastructure Development**

Learn the long-term growth prospects for the full North American gas market (United States, Canada and Mexico) with a focus on demand drivers, supply hurdles and implications for pricing and infrastructure development.

- The 100 Bcf/day future North American gas market
- Regional and sector demand outlook
- Identify and quantify the "on-the-cusp" demand
- Conventional and frontier supply potential
- Shift in flow patterns and capacity requirements over time

Pat Johnson, Director of Strategy, Eastern Pipeline Group,
El Paso Corporation

3:00 **Networking & Refreshment Break**

3:30 **Assess the Prospects for Near-Term Volatility in Gas Prices to Plan Strategic Decisions on Gas Storage**

Several compounding circumstances recently collided to produce volatility in natural gas prices. While natural gas price volatility is regarded as the primary driver for the development of new high deliverability storage, gas and power market participants must assess the potential for similar volatility to occur in the future to plan strategic decisions on gas storage.

- Analyze storage, consumption and supply data to understand recent volatility and market responses
- Model alternate cases to consider a range of potential outcomes
- Assess short- and long-term forecasts for gas price volatility

Charles Daverio, Vice President, Energy Supply Asset Management,
KeySpan Energy Delivery

4:15 **Make Strategic Use of the New EIA Natural Gas Storage Survey and the EIA Gas Information Program for Monitoring Gas Supply and Demand**

In 2002, EIA developed a new survey: the "Weekly Underground Natural Gas Storage Report" to collect information on weekly inventories of working gas in underground storage facilities for the United States and three multi-state regions. Working gas in storage is one of the few timely indicators of the natural gas supply and demand. The presentation provides an overview of the weekly storage survey and examines differences between the new survey, the earlier American Gas Association (AGA) weekly survey and EIA's monthly storage survey. Additionally the presentation addresses other changes in elements of the EIA natural gas information program and EIA's current outlook for natural gas markets.

Elizabeth Campbell, Director, Natural Gas Division,
Energy Information Administration

5:00 **Close of Day One**



5:00-6:00 **Wine & Cheese
Networking Reception**

Join colleagues and friends in a relaxed setting.

Day Two — Tuesday, February 11, 2003

7:30 Continental Breakfast

8:00 Chairman's Review of Day One

John Hopper, President and Chief Executive Officer, Falcon Gas Storage

Responses to Changing Market and Regulatory Conditions

8:15 The Reduction in Merchant Gas Trading and Its Influence on Storage Inventories and Capacity Development

At the beginning of calendar year 2001, there were approximately 300 active merchant trading companies, but as a result of price volatility and tightened credit markets, this number has declined by as much as a third in the last year. The active trading activity of recent years had a measurable impact on gas storage, driving new capacity and taking what was once an asset developed for operational needs and changing it into a tool for financial markets. This decline has dramatically changed the business. Examine a set of projections for the near term impact of trading activity by traditional energy traders, private hedge funds and LDCs now getting involved with trading and risk management.

- Increase in FERC regulation of trading activity
- Liquidity impact of reduction in trading activity
- How are LDCs impacting the trading business?
- Move to trading by private hedge funds and trading houses

Peter Gross, Director, Asset Aggregation Group, NUI Energy Brokers

9:00 How Possible Economic and Regulatory Scenarios May Impact the Utilization of Production Area Storage

A preponderance of production area salt dome storage projects have been built, expanded and proposed during the last decade. Is there a danger they will become overbuilt? The answer depends upon the health of the energy industry, access to capital and the quality of credit ratings. It also depends upon economic growth and changes to the regulatory landscape. The latter could alter the way storage users have traditionally utilized production area storage, and thereby affect the value of gas storage.

- Examine potential economic and regulatory scenarios
- Discuss how storage customers and their utilization of storage services may change

David Williams, Director, Gas Storage Origination, Williams Energy Marketing and Trading

9:45 Networking & Refreshment Break

10:15 The Changing State of Energy Credit Markets and How to Structure Storage Projects to Be Attractive to Financing Sources

The credit crunch resulting from the Enron scandal, the U.S. economic downturn and softness in financial markets is impacting the storage business in two ways. First, markets have soured on merchant energy trading — impacting the use of HD storage facilities and the valuation of storage services. Next, this also reduces available capital for new storage and facility upgrades. Review today's credit market from a strategic viewpoint and learn how to improve your prospects for obtaining credit in this climate.

- The current state of the energy credit markets (back to basics underwriting, the use of RAROC

(risk adjusted return analysis) models and consolidation in the banking industry)

- Credit availability for energy projects and merchant trading activity
- Steps that can be taken to improve credit ratings and attractiveness to lenders and investors
- How to budget financing costs and availability in a tight credit market
- How to structure storage projects for investment potential

John Fields, Managing Director & Head of Corporate Energy, SunTrust Bank

Panel Discussion

11:00 Storage Regulation and Storage Optimization — Can They Co-Exist?

Turmoil in energy markets has led to calls for a degree of re-regulation of parts of the industry. At the same time, recognition of the potential future of tighter North American energy supply has led to calls for methods to increase the efficiency of the existing energy infrastructure. What is the appropriate form of regulation of natural gas storage to prevent market abuses while providing incentives for more efficient use of existing capacity and encouraging development of new capacity to meet growing demand? This panel brings together industry experts and representatives of federal and state regulatory agencies to discuss the future direction of natural gas storage regulation.

- The concept of public good in natural gas storage
- Creating incentives for operators to optimize storage
- Market power assessments and market based rates for storage
- The application of "affiliate rules" to gas storage

Moderator: Rick Daniel, Senior Vice President, Encana Corporation

Panelists: Joe Kienle, Director, Business Development, Dominion Transmission

Doug John, Senior Partner, John & Hengerer

Ruth Kretschmer, Commissioner,

Interstate Commerce Commission, State of Illinois

Dan Larcamp, Director, Office of Markets, Tariffs and Rates, Federal Energy Regulatory Commission

12:00 Luncheon

1:15 Hourly Ratable Flow vs. IPP Load Following — Will the Pipelines Adopt Hourly Dispatch?

Currently, pipelines require that natural gas is nominated by GISB standards of only four daily cycles and that natural gas flows are on an hourly ratable basis. However, the increased development of generation by independent power producers requires that gas be dispatched on an hourly basis in order to follow the typical daily electric loads. Power is dispatched hourly and sometimes even by the quarter hour — will the pipelines follow suit?

- How will the pipelines accommodate the hourly swings on their systems by the IPPs?
- Storage can be dispatched on an hourly basis; will the pipelines adjust their tariffs to allow for load-following?
- Can load-following by gas storage beat the cost of pipeline penalties for non-ratable takes?

Jeff Foutch, Executive Vice President, Falcon Gas Storage

2:00 **Working in Today's Gas Markets —
Gas Supply Optimization, Cost Minimization
and Marketing of Storage Services**

Natural gas supply options may have retreated to the methodologies and costs of the early 1990's. The natural gas market liquidity many consumers have come to utilize for reliable supplies of swing gas, insurance gas and no-notice supply has been dramatically curtailed. Credit issues dominate counter-party transaction risk analysis. Physical gas is again King, but the ability to place upstream capacity for index minus delivered gas deals is in doubt. The potential for consumers to invest directly in more storage services of various kinds, to perform more classes of service, seasonal balancing, daily balancing and support of no-notice service transportation options may require detailed evaluation of existing portfolios. Storage providers must anticipate the potential for new customers with more traditional requirements seeking to reconstruct the risk-managed portfolio that had evolved in a remarkably different market environment.

- Storage services, costs and options
- Repackaging storage service for self-serve risk management
- Storage service repackaging as a sales tool
- Cost minimization/supply optimization trade-off and storage's role in the process

Ken Beckman, President, International Gas Consulting

2:45 *Networking & Refreshment Break*

3:00 **How Current Market Conditions Have Impacted
Scheduled Greenfield Projects**

Today's challenging business climate has significantly impacted a number of announced greenfield storage projects. While some projects are moving forward as planned, others have been downsized or cancelled.

- In-depth analysis of the status of announced storage projects in the U.S., Canada, Mexico and the UK
- Describe the characteristics present in those projects moving forward towards development
- Discuss the reasons for insufficient market interest in postponed or cancelled projects

Russell Kavin, Vice President, Crystal Gas Storage

3:45 **Use Creative Products and Market Analysis to
Improve the Marketing and Pricing of High
Deliverability Storage Services**

Closing the gap between theoretical value and what the customers are willing to pay for storage leases is one of the main challenges for storage developers. Providing customers with an array of creative products helps developers achieve higher returns for their projects — and a thorough knowledge of markets, your target customers and the constraints of your operation will help you improve sales and the bottom line.

- Today's market dynamics and lease rates
- Know your market — The pitfalls of market analysis
- Know your audience — The business mix of prospective customers
- Know your facility — What's your product mix and your reliability threshold
- Know your price — Value has different meanings on either side of the table

Kevin O'Toole, Vice President of Hub Services, Western Hub Properties

4:30 *Close of Conference*

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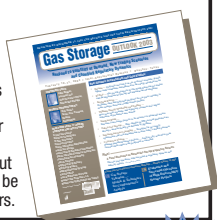
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- Growth prospects for the North American gas market and the implication for pricing and infrastructure development
- How to structure your storage projects to be attractive to financing sources
- Strategies for gas supply optimization and cost minimization to meet today's market pressures

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